The Influence of Trust, Military Leadership and Organizational Environment on Organizational Citizenship Behavior with Mediator Organizational Commitment First Officers at Koarmada-I, Indonesia

Muhadi [1], **Corry Yohana** [1], **Budi Santoso** [1]

[1] *Jakarta State University*
Jl. Rawamangun Muka, RT. 11/RW. 14, Rawamangun, Pulo Gadung, Jakarta, 13220, Indonesia

Abstract. This research delves into the analysis of various factors affecting the organisational citizenship behaviour of First Officers within Koarmada-I. Specifically, the study explores the impact of trust, leadership, environment, and organisational commitment on this behaviour. The research sample consists of 143 First Officers based in Jakarta's Koarmada-I. The study uses descriptive analysis, validity and reliability tests, and Structural Equation Modeling for hypothesis testing. The study findings indicate that trust significantly impacts Organizational Commitment, whereas its effect on Organizational Citizenship Behavior is not statistically significant. Military leadership, on the other hand, does not demonstrate a substantial influence on Organizational Commitment, but it does have a considerable effect on Organizational Citizenship Behavior.

Additionally, the environment impacts Organizational Commitment but not Organizational Citizenship Behavior significantly. The study also reveals that Organizational Commitment influences Organizational Citizenship Behavior. Furthermore, there is an indirect effect of Trust on Organizational Citizenship Behavior through Organizational Commitment. However, no indirect effect of Military leadership on Organizational Citizenship Behavior through Organizational Commitment is observed. Finally, the environment indirectly impacts Organizational Citizenship Behavior through Organizational Commitment.

Keywords: Trust; Military Leadership; Organisational Environment; Organisational Commitment; Organisational Citizenship Behavior.

INTRODUCTION

Effective collaboration and adaptability are essential for all employees to meet the organisation's demands in today's fast-paced and ever-changing work environment. Operating an organisation necessitates personnel with positive attitudes and behaviours, including actively assisting fellow team members, willingly taking on additional tasks, maintaining harmonious relationships with colleagues to prevent conflicts, adhering to established rules, and displaying resilience in handling workloads and occasional disruptions. Thriving organisations consist of individuals surpassing their formal job responsibilities and willingly dedicating their time and energy to succeed in their assigned roles. The behaviour in question is not explicitly defined but plays a significant role in facilitating the seamless operation of the organisation [1].

As science and technology continue to advance rapidly, Indonesian Navy personnel are expected to enhance their capabilities in line with these advancements. To effectively tackle future challenges, improving the quality of human resources among Indonesian Navy officers is imperative, enabling them to fulfil their duties optimally. The First Officers of the Indonesian Navy, as the next generation and prospective leaders of the Indonesian Navy in the future, must be able to face these challenges.

According to [2], one aspect that determines OCB is that this behaviour is offered freely by employees; they are involved voluntarily. However, for some employees, this behaviour may be seen as

expected or required as part of the job demands of the employee role. This is the case with Soldiers in the United States Army, so in the military world, OCB is not voluntary but an expected and indispensable performance. According to [3], research indicates that employees exhibit varying degrees of Organizational Citizenship Behavior (OCB) depending on whether they perceive OCB as part of their job responsibilities (in-role behaviour) or as additional voluntary contributions (extra-role behaviour). In-role behaviour is commonly linked to rewards and penalties, which enhances the motivation for employees to engage in such behaviour compared to their reason for extra-role behaviour. Due to this factor, it is plausible that individuals might not willingly participate in OCB but instead feel compelled to do so when it is mandated as part of their job responsibilities. This distinction holds significance when comprehending the development of OCB within a military framework. While this conduct might be viewed as optional within civilian organisations, it is generally regarded as anticipated within military culture. In contrast to the civilian business sector, the military entails greater physical and psychological demands, despite these similarities. Within military units, especially combat units, they frequently operate in the circumstances characterised by high uncertainty, challenges, and stress. In such conditions, the contribution of individuals in routine roles may not be adequate for the unit's success, making an OCB warrior indispensable.

In the Navy environment, in a combat-ready scenario, the armed forces must be ready to face threats at any time. Thus, to achieve this lofty goal without the support and cooperation of their team of officers & sailors is not an easy task. Therefore, the Navy always encourages its personnel to behave in extra roles. Although, this condition cannot be demanded at any time. So, this has to be a voluntary movement by them, which again will depend on their behaviour and attitude. According to [4], more than 2000 OCB articles have been published. Although OCB is also called the good soldier syndrome, there is not much publication on soldier OCB itself. Most of them are cases of publication about police officers and issues about prison officers. In the TNI-AL (Indonesian National Navy) setting, new officers joining from diverse backgrounds and re-gions require coaching or development of extra-role behaviour (OCB) to enhance organisational performance effectiveness while maintaining individual productivity objectives. A variety of factors influence the emergence of OCB. According to [5], some of the factors that contribute to the emergence of OCB are as follows: organisational culture and climate, individual personality and mood, perceptions of administrative support, perceptions of the quality of relationships between superiors and subordinates, length of service within the organisation, and gender.

METHODS

This research was carried out from August 2022 to March 2023 and began with the preparation of planning, implementation, and research results. The study was carried out at Fleet Command-1 (Koarmada-1). Fleet Command-1 is one of the Main Commands of the Indonesian Navy, which oversees the maritime area of western Indonesia, headquartered in Jakarta. This study employed a survey methodology using a questionnaire as the primary data collection instrument. The research sample was drawn from a specific population, and the study design adopted a descriptive quantitative approach. The population of this study were First Officers who had just served and had been on duty for a year at the Koarmada-I Jakarta, totalling 223 people with a total sample of 143 respondents. The researchers employed the random sampling technique for sample collection to facilitate data gathering for the study. The data utilised in this research are primary, consisting of respondents' responses to the questions presented in the research instrument.

For data collection in this study, a questionnaire was utilised as the instrument, employing a Likert scale. The Likert scale consisted of 5 answer choices provided to respondents. Each statement item in the research instrument required respondents to select one answer from the given alternatives. These alternatives were assigned values ranging from one to five, corresponding to the level of the response. As for data analysis, the primary data obtained from research participants were processed using Structural Equation Models (Figure 1) to examine the relationships between latent variables [6].
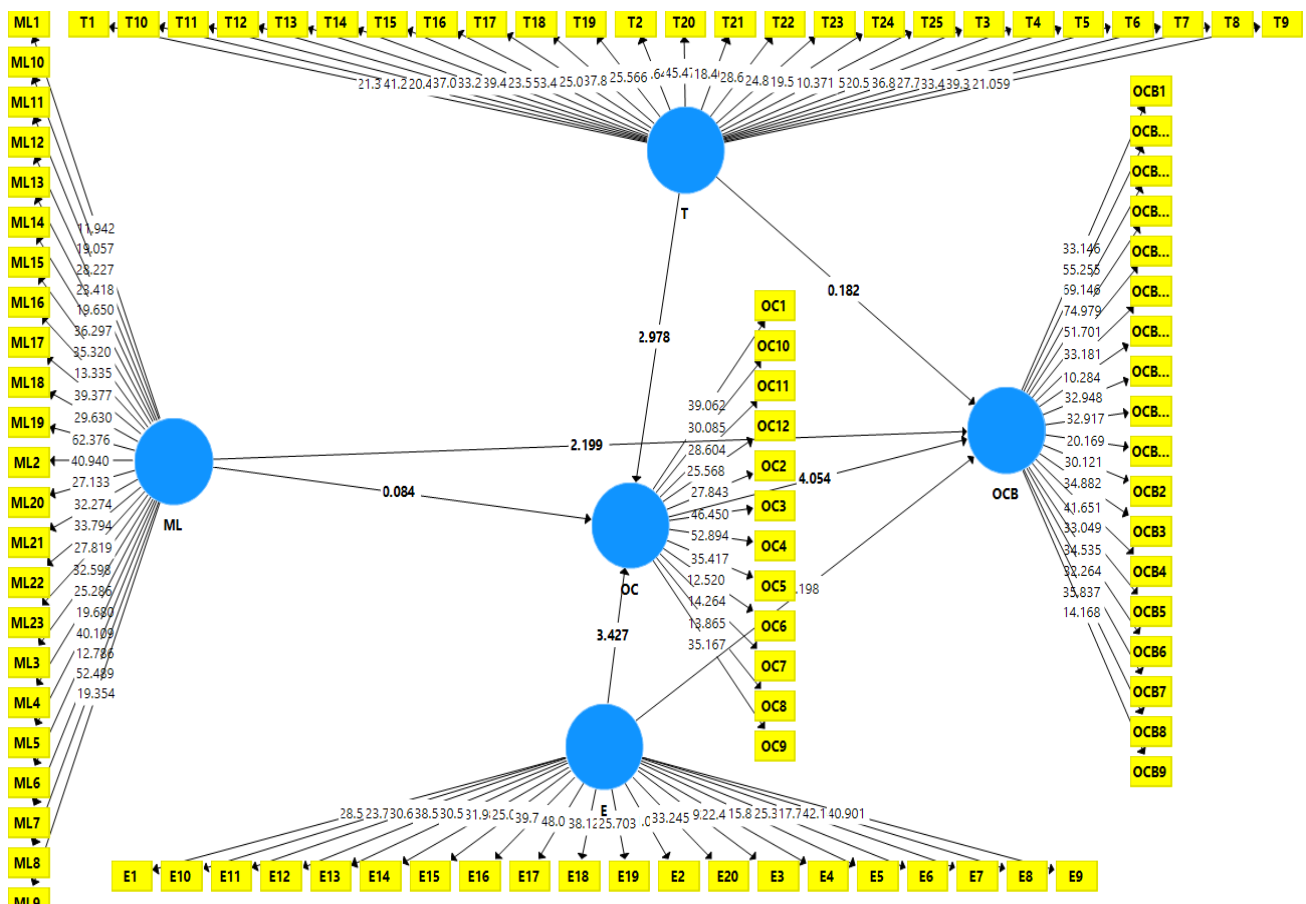
Figure 1 – Research Structural Model

RESULTS AND DISCUSSION

The descriptive characteristics of the respondents in this study describe the frequency of data regarding gender, rank of the respondent, respondent's age, tenure, and work unit. This study's total number of respondents was 143 First Koarmada I officers who served on warships in various departments with the following characteristic details.

Table 1 – Respondents' Profile

Information		Total	%
Gender	Man	136	95.0
	Woman	7	5.0
Rank	Captain	34	23,8
	First lieutenant	23	16.0
	Second Lieutenant	86	60,2
Age	20 to 25 years	101	70.0
	26 to 30 years	31	22.0
	31 to 35 years	11	8.0
Officer Source	Dikcapa	25	17.0
	Sepa PK TNI	21	15.0

Information		Total	%
	AAL	97	68.0
Service Period	1 to 5 years	92	64.0
	6 to 10 years	17	12.0
	11 to 15 years	34	24.0
Work unit	Satkor Koarmada I	37	25.87
	Satfib Koarmada I	21	14.69
	Satban Koarmada I	8	5.59
	Satkat Koarmada I	31	21.68
	Satran Koarmada I	5	3.5
	Satrol Lantamal I	7	4.9
	Satrol Lantamal II	8	5.59
	Satrol Lantamal III	11	7.69
	Satrol Lantamal IV	11	7.69
	Satrol Lantamal XII	4	2.8

The details of the characteristics of the respondents indicate that the questionnaire was distributed proportionally to all research samples and represented from the perspective of gender, rank, and work unit the population of First Officers who had just served and had served for a year in the Koarmada-I Jakarta, totalling 223 people.

In the data analysis phase, algorithm analysis was conducted to assess convergent and discriminant validity. This involved examining the reliability of constructs or latent variables measured by composite reliability values. A construct is considered reliable if its composite reliability exceeds 0.60 [7]. The PLS technique utilised the combined reliability value to assess the consistency of the indicator block in the reflective measurement model. The table below presents the results of the outer model calculations using Smart-PLS.

Table 2 – Table of Construct Reliability and Validity

Parameters	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Trust	0.989	0.990	0.797
Military Leadership	0.988	0.989	0.795
Environment	0.984	0.985	0.769
Commitment	0.964	0.968	0.718
OCB	0.988	0.989	0.829

All research variables demonstrated good reliability, as indicated by Cronbach Alpha values > 0.7 and Composite Reliability values > 0.6. Furthermore, the Convergent validity requirements were met, with all variables having an Average Variance Extracted value > 0.5.

Table 3 – R^2 Calculation Table

	R^2
Organisational Commitment	0.762
Organisational Citizenship Behavior	0.791

Table 3 displays the R^2 values for two models. In the first model, where Organizational Commitment is the dependent variable and Trust, Military Leadership, and Environment are the independent variables, the R^2 value is 0.762. This indicates that the independent variables influence 76.2% of the dependent variable, while the remaining 23.8% is influenced by external variables not included in the model.

Similarly, in the second model, with OCB as the dependent variable and Trust, Military Leadership, Environment, and Organizational Commitment as the independent variables, the R^2 value is 0.791. This signifies that the independent variables influence 79.1% of the dependent variable, while variables outside the scope of this model control the remaining 20.9%.

Table 4 – Hypothesis Testing Results Summary

H	Influence	O	M	SD	T-values	P-values	Results
1	T -> OC	0,427	0,444	0,143	2,978	0,002	Proven
2	T -> OCB	0,035	0,028	0,194	0,182	0,428	Not proven
3	ML -> OC	0,014	-0,001	0,172	0,084	0,467	Not proven
4	ML -> OCB	0,408	0,388	0,186	2,199	0,014	Proven
5	E -> OC	0,449	0,448	0,131	3,427	0,000	Proven
6	E -> OCB	-0,038	-0,003	0,193	0,198	0,422	Not proven
7	OC -> OCB	0,524	0,511	0,129	4,054	0,000	Proven
8	T -> OC -> OCB	0,224	0,227	0,094	2,369	0,009	Proven
9	ML -> OC -> OCB	0,008	0,001	0,090	0,084	0,467	Not proven
10	E -> OC -> OCB	0,235	0,225	0,079	2,964	0,002	Proven

Table 4 shows that trust significantly affects Organizational Commitment with a significance of 0.002, less than 0.05. With every increase of one Trust unit, the Organizational Commitment will increase by 0.427 units. This result aligns with [8, 9, 10, 11, 12], which shows trust's effect on organisational commitment.

This implies that trust can stimulate the creation of exemplary organisational commitment. This empirical result can be interpreted that if the trust indicators are applied, there will be an effect on the organisational commitment of First Officers who have just served and have served for a year in the Jakarta Military Command-I. Thus, the trust practices realised a decrease in

the creation of exemplary organisational commitment in First Officers who had just served and had served for a year in Koarmada-I Jakarta. The highest indicator of trust that must be considered is that I acknowledge and respect the values related to the organisational culture in Koarmada-1 (T20), and Koarmada-1 provides sufficient tolerance for the difficulties its employees face (T16).

Table 4 shows that trust has no significant effect on Organizational Citizenship Behavior, with a significance of 0.428 greater than 0.05. This result does not align with the research of [13, 14, 15, 16, 17], which shows that trust affects organisational citizenship behaviour.

This implies that trust cannot stimulate the realisation of good OCB in First Officers who have just served and have served for a year in the Jakarta Military Command-I. This empirical result can be interpreted that if the trust indicators are applied, there will be an effect on OCB. Thus, trust practices can create good OCB. The hand with the highest score that must be considered is I acknowledge and respect the values related to the organisational culture in Koarmada-1 (T20), and Koarmada-1 provides sufficient tolerance for the difficulties its employees face (T16).

Table 4 shows that Military leadership has no significant effect on Organizational Commitment, with a significance of 0.467 greater than 0.05. This result does not align with [18, 19, 20, 21], which shows that leadership influences organisational commitment.

This implies that military leadership cannot stimulate the realisation of a good OC in the First Officer who has just served and has served for a year in Jakarta's Koarmada-I. This empirical result can be interpreted that if the military leadership indicators are applied, there will be an effect on OC. Thus, military leadership practices can create good OCB. The highest-rated hand to watch is My leader gives a positive outlook on the future and is optimistic (ML8). My leader seeks to use the potential abilities of subordinates (ML19) productively.

Table 4 shows that Military leadership significantly affects Organizational Citizenship Behavior with a significance of 0.014, more diminutive than 0.05. Organisational Citizenship Behavior will increase by 0.408 units (total influence) for every increase of one Military leadership team. This result is in line with the research which

shows that leadership influences organisational citizenship behaviour [22, 23, 24].

This implies that military leadership can stimulate the creation of good organisational citizenship behaviour. This empirical result can be interpreted that if the military leadership indicators are applied, there will be an influence on the Organizational Citizenship Behavior of the First Officer who has just served and has served for a year in the Jakarta Military Command-I. Thus, the military leadership practices reduced the creation of good Organizational Citizenship Behavior in First Officers who had just served and had served for a year in the Jakarta Military Command-I. The highest indicator of military leadership that must be considered is that my leader gives a positive view of the future and optimism (ML8). My leader seeks to use the potential abilities of subordinates (ML19) productively.

Table 4 shows that the environment significantly affects Organizational Commitment with a significance of 0.00 (***), less than 0.05. For every one Environment unit increase, the Organizational Commitment will increase by 0.449 units. This result is in line with research showing the environment's influence on organisational commitment [25, 26, 27, 28, 29].

This implies that the environment can stimulate the creation of a good Organizational Commitment. This empirical result can be interpreted that if the Environment indicators are applied, there will be an impact on the Organizational Commitment of the First Officer who has just served and has served for a year in the Jakarta Military Command-I. Thus, the Environment practices reduced the creation of a good Organizational Commitment for First Officers who had just done and had served for a year in the Jakarta Military Command-I. The highest indicator of the environment that must be considered is that I feel that the friendliness of my colleagues is quite good (E17), and I have the support of my superiors at work (E8).

Table 4 shows that environment has no significant effect on Organizational Citizenship Behavior with a significance of 0.422 greater than 0.05. This result is not in line with the research, which shows an influence of the environment on organisational citizenship behaviour [30, 31, 32, 33].

This implies that the environment cannot stimulate the realisation of a good OCB in the First Officer who has just served and has been serving

for a year in Jakarta's Koarmada-I. This empirical result can be interpreted that if these environmental indicators are applied, there will be an influence on OCB. Thus, military leadership practices can create good OCB. The hand with the highest score to pay attention to is I feel the friendliness of my co-workers is quite good (E17). I have superior support at work (E8).

Table 4 shows that Organizational Commitment influences Organizational Citizenship Behavior with a significance of 0.00 (***) less than 0.05. For every increase of one unit of Organizational Commitment, Organizational Citizenship Behavior will increase by 0.524 units (total effect). This result is in line with the research, which shows an influence of organisational commitment on organisational citizenship behaviour [34, 35, 36, 37].

This implies that Organizational Commitment can stimulate the creation of good organisational citizenship behaviour. This empirical result can be interpreted that if the Organizational Commitment indicators are applied, there will be an influence on the Organizational Citizenship Behavior of First Officers who have just served and have served for a year in the Jakarta Military Command-I. Thus, the Organizational Commitment practices were able to realise a decrease in the creation of good Organizational Citizenship Behavior in First Officers who had just served and had served for a year in the Jakarta Military Command-I. The highest indicator of Organizational Commitment must be considered because I like organisational support from Koarmada-1 (OC4) and need experience working at Koarmada-1 (OC3).

The analysis presented in Table 4 reveals an indirect effect of Trust on Organizational Citizenship Behavior through Organizational Commitment, with a coefficient of 0.224. This implies that for every unit increase in Trust, Organizational Citizenship Behavior is expected to increase by 0.224 units through the mediating factor of Organizational Commitment. These findings are consistent with previous research that has demonstrated an indirect effect of trust on organisational citizenship behaviour through organisational commitment [38, 39, 40]. Organisational commitment plays a crucial role in fostering the development and dissemination of faith, which in turn enhances the capabilities of officers and facilitates the cultivation of positive Organizational Citizenship Behavior (OCB).

The findings presented in Table 4 indicate no indirect effect of military leadership on Organizational Citizenship Behavior through Organizational Commitment. This result contradicts previous research that has demonstrated an indirect effect of administration on organisational citizenship behaviour through organisational commitment [16, 41, 42, 43, 44]. The absence of an indirect impact suggests that organisational commitment does not create the necessary conditions to stimulate the development and dissemination of military leadership effectively, which subsequently fails to enhance the capabilities of officers and contribute to positive Organizational Citizenship Behavior (OCB).

Table 4 shows that the indirect effect of the Environment on Organizational Citizenship Behavior through Organizational Commitment is 0.235. This means that for every unit of Environment, Organizational Citizenship Behavior will increase by 0.235 units through Organizational Commitment. These results align with research showing an indirect effect of the environment on organisational citizenship behaviour through organisational commitment [20, 45, 46, 47]. There is an indirect effect of Environment on Organizational Citizenship Behaviour through Organizational Commitment. Empirically this explains that organisational commitment cannot create situations and conditions that can stimulate the development and distribution of the environment properly and will have an impact on increasing officers' capabilities, which means they can also create good OCB.

Refer to Table 4 regarding the total effect of each independent variable (T, ML, E) and the mediating variable (OC) on the dependent variable (OCB). This phenomenon shows that in the military organisation (KOARMADA-1), the formation of OCB for the First Officer was heavily influenced by the army leadership (ML). When combined with information, leadership serves as a cohesive element within the warfare, integrating various functions such as movement, intelligence, combat, maintenance, protection, and command and control. The role of leadership is to focus and synchronise the organisation while inspiring individuals to exhibit passion and motivation in pursuit of desired outcomes. A military leader can be anyone who inspires and influences others through their assumed role or entrusted responsibility by providing purpose, direction, and motivation to accomplish the mission and improve the organisation.

According to [48], trust can be categorised into interpersonal faith and impersonal beliefs. Interpersonal trust refers to individuals' positive expectations about the competence, benevolence, and reliability of their colleagues and direct managers based on positive past interactions. On the other hand, impersonal beliefs relate to individual expectations about the capabilities and fairness of the employing organisation. The authors emphasise that interpersonal trust is mainly influenced by colleagues and, most significantly, by managers or direct leaders. Therefore, effective military leadership plays a crucial role in shaping individuals' positive expectations concerning competence, virtue, reliability, capability, and organisational justice within the specific context, such as in the case of KOARMADA-1.

When employees perceive that their organisation acknowledges and appreciates their contributions, the work environment concept fosters a sense of commitment and ownership towards the organisation. This understanding encourages employees to develop a strong dedication and attachment to their work and the organisation's overall success. In military organisations, fatigue is the leading factor related to job satisfaction that causes personnel to leave work. Command, i. e., leadership, is one of the most significant factors influencing job satisfaction among soldiers. The opinion of [49] implies that military leadership plays a vital role in creating a work environment through the job satisfaction of First Officers in the KOARMADA-1 environment.

Regarding organisational commitment, the findings of this study indicate that the role of military leadership dramatically influences the creation of organisational commitment of the First Officers in the KOARMADA-1 environment. The previous description implies the vital role of military leadership in forming organisational commitment and organisational behaviour from the First Officer in KOARMADA-1. The findings of this study open opportunities for further research related to military leadership and the factors that influence it.

CONCLUSIONS

In summary, the conclusions drawn from this research are as follows:

1. Trust has a significant positive impact on Organizational Commitment (p<0.05).

2. Trust does not significantly impact Organizational Citizenship Behavior (p>0.05).

3. Military leadership does not significantly impact Organizational Commitment (p>0.05).

4. Military leadership has a significant positive impact on Organizational Citizenship Behavior (p<0.05).

5. Environment has a significant positive impact on Organizational Commitment (p<0.05).

6. Environment does not significantly impact Organizational Citizenship Behavior (p>0.05).

7. Organisational Commitment has a significant favourable influence on Organizational Citizenship Behavior (p<0.05).

8. Trust indirectly affects Organizational Citizenship Behavior through Organizational Commitment with a coefficient of 0.224.

9. Military leadership does not indirectly affect Organizational Citizenship Behavior through Organizational Commitment.

10. Environment indirectly affects Organizational Citizenship Behavior through Organizational Commitment with a coefficient of 0.235.

The researcher offers the following suggestions based on the empirical findings obtained in this study. Firstly, attention should be given to the hypotheses that were not proven significant. It is crucial to investigate whether biased responses from the respondents, a lack of comprehension of the research instrument, or other factors contributed to these outcomes. Secondly, conducting research with a broader population in similar institutions would provide a comparative analysis of Organizational Citizenship Behavior, thereby validating the findings and offering a broader perspective. Additionally, it is advisable to include samples with more diverse characteristics from various agencies and extend the research period in future studies. This approach would enhance the generalizability of the results and allow for a more comprehensive understanding of the factors influencing organisational citizenship behaviour.

Furthermore, exploring additional independent variables potentially influencing organisational citizenship behaviour is essential. While this study focused on trust, military leadership, environment, and commitment, other unexplored factors may play a significant role and should be investigated in subsequent research endeavours.

It is crucial to acknowledge that organisational citizenship behaviour is a complex phenomenon influenced by various factors, some of which have not been studied before or in the present study. Therefore, further research is warranted to provide a more comprehensive understanding of this phenomenon.

REFERENCES

1. Herlina, E., Tukiran, M., & Anwar, S. (2021). The Effect Of Entrepreneurial Leadership On Organisational Performance: Literature Review. *Marginal: Journal of Management, Accounting, General Finance and International Economic Issues, 1*(1), 25–33. doi: 10.55047/marginal.v1i1.9

2. Ambula, R., Kariuki, A., & Wasike, S. (2017). Knowledge Management and Performance in Manufacturing Firms: The Mediating Role of Learning Organization. *International Journal of Economics, Commerce and Management, 5*(1), 9–28.

3. Kayaalp, A., Page, K. J., & Gumus, O. (2021). Job satisfaction and transformational leadership as the antecedents of OCB role definitions: The moderating role of justice perceptions. *International Journal of Business Science and Applied Management, 16*(2), 89–101.

4. Piotrowski, A., Boe, O., Rawat, S., & Deshpande, A. P. (2020). Organisational climate, organisational support and citizenship behavior in the army. *Scientific Journal of the Military University of Land Forces, 197*(3), 698–713. doi: 10.5604/01.3001.0014.3964

5. Muhdar, H. M. (2015). *Organisational Citizenship Behavior Perusahaan.* Gorontalo: Sultan Amai Press IAIN Sultan Amai Gorontalo.

6. Ghozali, I. (2013). *Model persamaan struktural konsep & analisis dengan program AMOS 21* [Structural equation model concept & analysis with AMOS 21 programme]. Bandung: Alfabeta.

7. Hair, Jr. J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010). SEM: An introduction. *Multivariate Data Analysis: A Global Perspective, 5*(6), 629–686.

8. Ghimire, B. E. (2018). Relationship among Trust, Justice and Organizational Commitment at Hospitals in Nepal. *Pravaha, 24*(1), 31–38. doi: 10.3126/pravaha.v24i1.20223

9. Rédha, B., Yasser, A., Brahim, B., & Chatt, C. B. (2022). Organisational Trust and its Impact on the Organizational Commitment of Human Resources. *International Journal of Innovation, Creativity and Change, 16*(1), 117–132.

10. Kumar, S. P., & Saha, S. (2017). Influence of Trust and Participation in Decision Making on Employee Attitudes in Indian Public Sector Undertakings. *SAGE Open, 7*(3), 215824401773303. doi: 10.1177/2158244017733030

11. Rahman, S. A. A., Wahba, M., Ragheb, M. A. S., & Ragab, A. A. (2021). The Effect of Organizational Trust on Employee's Performance through Organizational Commitment as a Mediating Variable (Applied Study on Mobile Phone Companies in Egypt). *OALib, 8*(8), 1–14. doi: 10.4236/oalib.1107806

12. Ha, J.-C., & Lee, J.-W. (2022). Realisation of a Sustainable High-Performance Organization through Procedural Justice: The Dual Mediating Role of Organizational Trust and Organizational Commitment. *Sustainability, 14*(3), 1259. doi: 10.3390/su14031259

13. Leelamanothum, A., Na-Nan, K., & Ngudgratoke, S. (2018). The Influences of Justice and Trust on the Organizational Citizenship Behavior of Generation X and Generation Y. *Asian Social Science, 14*(5), 60. doi: 10.5539/ass.v14n5p60

14. Priyadi, S. (2017). *Pengaruh Kekuasaan Dan Kepercayaan Terhadap Organizational Citizenship Behavior (Ocb) Pada Guru Sekolah Dasar Negeri (Sdn) Di Kecamatan Duren Sawit, Jakarta Timur* [The Effect of Power and Trust on Organizational Citizenship Behaviour (Ocb) in Public Elementary School Teachers in Duren Sawit District, East Jakarta]. Retrieved from

https://jurnal.unismabekasi.ac.id/index.php/pedagogik/article/view/1275/1142 (in Indonesian).

15. Halilintar, I. S., & Kusmiyanti, K. (2022). The Effect of Trust on Organizational Citizenship Behavior (OCB) on Officers at Class IIB Kudus State Detention Center. *IJTIMAIYA: Journal of Social Science Teaching, 6*(1), 17. doi: 10.21043/ji.v6i1.14557

16. Pratama, L. A., & Putri, V. W. (2019). The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) through Organizational Commitment and Trust in Leaders as Mediation. *Management Analysis Journal, 8*(4), 434–443.

17. Dhiman, D., & Sharma, H. (2021). Does Organizational Trust Mediate the CSR–OCB Relationship? A PLS-SEM Analysis. *Vikalpa: The Journal for Decision Makers, 46*(4), 223–235. doi: 10.1177/02560909211062592

18. Khan, S. (2017). Relationship between organisational commitment and leadership styles in media industry. *International Journal of Advanced Multidisciplinary Research, 4*(5), 16–25.

19. Setyaningrum, R. P. (2017). Relationship between servant leadership in organisational culture, organisational commitment, organisational citizenship behaviour and customer satisfaction. *European Research Studies Journal, 20*(3), 554–569.

20. Dinda, B., & Palupiningdyah, P. (2020). Organisational Citizenship Behavior on Retail Employees. *Management Analysis Journal, 9*(1), 62–71. doi: 10.15294/maj.v9i1.35289

21. Almaududi Ausat, A. M., Suherlan, S., Peirisal, T., & Hirawan, Z. (2022). The Effect of Transformational Leadership on Organizational Commitment and Work Performance. *Journal of Leadership in Organizations, 4*(1). doi: 10.22146/jlo.71846

22. Baety, N., & Rojuaniah, R. (2022). Servant Leadership, Organizational Culture and Organizational Citizenship Behavior on Innovative Work Behavior. *Management Analysis Journal, 11*(1), 83–94. doi: 10.15294/maj.v11i1.54626

23. Howladar, M. H. R., & Rahman, M. S. (2021). The Influence of Servant Leadership on Organizational Citizenship Behavior: the Mediating Effect of Organizational Commitment. *South East European Journal of Economics and Business, 16*(1), 70–83. doi: 10.2478/jeb-2021-0006

24. Mohd Zaki, M. A. A., Mohd Yusof, J., & Awi, N. A. (2021). The Influence of Transformational Leadership on Organizational Commitment and Organizational Citizenship Behaviour (OCB) of Employees At Terengganu'S Government Linked Companies (GLCS): a Conceptual Framework. *International Journal of Entrepreneurship and Management Practices, 4*(16), 01–12. doi: 10.35631/ijemp.416001

25. Frastika, A., & Franksiska, R. (2021). The Impact of Motivation and Environment on Employee Performance with Organizational Commitment as Intervening Variable. *International Journal of Social Science and Business, 5*(4), 551. doi: 10.23887/ijssb.v5i4.39908

26. Ikhsani, M. M., Bagis, F., & Darmawan, A. (2022). The Role of Human Resource Management on Increasing Organisational Commitment to Hospital Employees in Banyumas Regency. *International Journal of Economics, Business and Accounting Research, 6*(1), 754. doi: 10.29040/ijebar.v6i1.4909

27. Irawan, F., & Ie, M. (2022). The Effect of Work Environment and Job Satisfaction on Employee Organizational Commitment. *Advances in Social Science, Education and Humanities Research*. doi: 10.2991/assehr.k.220404.232

28. Nyongesa, R. N. (2018). *Perceived influence of work environment factors on organisational commitment among the Millennials in the banking industry in Kisumu City-Kenya* (Master's thesis). Retrieved from http://erepository.uonbi.ac.ke/bitstream/handle/11295/106302/Radhia%20N.%20Nyongesa.pdf?sequence=1

29. Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health, 10*. doi: 10.3389/fpubh.2022.890400

30. Khaerudin, A., & Yani, A. (2022). Pengaruh Lingkungan Kerja dan Komitmen Organisasi terhadap Kinerja Pegawai dengan Organizational Citizenship Behavior (OCB) sebagai Pemediasi di KPP Perusahaan Masuk Bursa [The Influence of Work Environment and Organisational Commitment on Employee Performance with Organizational Citizenship Behaviour (OCB) as a Mediator at KPP Listed Companies]. *Jurnal Bisnis Dan Manajemen, 27*(1), 11–27 (in Indonesian).

31. Purwana, D., Ahmad, A., & Saptono, A. (2020). The Influence of Leadership and Work Environment toward Organziational Citizenship Behavior (OCB) through Work Satisfaction. *International Journal on Advanced Science, Education, and Religion, 3*(2), 57–71. doi: 10.33648/ijoaser.v3i2.64

32. Rinaldi, E., & Riyanto, S. (2021). The effect of work motivation, work environment, and job satisfaction on organisational citizenship behavior and their impact on employees performance of RSU Menteng Mitra Afia during the Covid-19 pandemic. *International Journal of Research in Business and Social Science, 10*(6), 101–110. doi: 10.20525/ijrbs.v10i6.1293

33. Yulianto, L. (2022). Determination of Organizational Citizenship Behavior and Performance: Analysis of Job Satisfaction and Work Environment (Literature Review of Human Resource Management). *Dinasti International Journal of Management Science, 3*(5), 836–848. doi: 10.31933/dijms.v3i5.1223

34. Iskandar, I., Hutagalung, D. J., & Adawiyah, R. (2019). The Effect of Job Satisfaction and Organizational Commitment Towards Organizational Citizenship Behavior (OCB): A Case Study on Employee of Local Water Company "Tirta Mahakam" Kutai Kartanegara Indonesia. *Jurnal Ekonomi Bisnis Dan Kewirausahaan, 8*(3), 236. doi: 10.26418/jebik.v8i3.35001

35. Kristian, B., & Ferijani, A. (2020). The Effect of Job Satisfaction and Organizational Commitment on Employee Performance with OCB as the Intervening Variables. *Journal of Management and Business Environment, 2*(1), 1. doi: 10.24167/jmbe.v2i1.2464

36. Sukrisnawati, G. A., Agung, A. A. P., & Sudja, I. N. (2019). The Effect of Leadership and Organization Commitments to Performance of Contract Employees with Organizational Citizenship Behaviour (OCB) as a Mediation Variable. *International Journal of Sustainability, Education, and Global Creative Economic, 2*(3), 310–318.

37. Wilkanandya, U. I., & Sudarma, K. (2020). The Role of Organisational Commitment in Improving Organisational Citizenship Behavior. *Management Analysis Journal, 9*(3), 300–309. doi: 10.15294/maj.v9i3.36883

38. Makhdoom, H.-R., Anjum, A., Sabir, Hazoor. M., & Khaliq, T. (2016). Impact of Organization Trust, Organization Justice and Job Satisfaction on Organization Citizenship Behavior: A study in Banking Sector of Pakistan. *International Journal of Academic Research in Business and Social Sciences, 6*(12). doi: 10.6007/ijarbss/v6-i12/2525

39. Malik, M., & Siddiqui, D. A. (2020). How Leader's Behavioral Integrity Affect Followers Commitment, Engagement, OCB, and Task Performance: The Role of Trust, Value Congruence, and Worthiness of being Followed. *SSRN Electronic Journal*. doi: 10.2139/ssrn.3757536

40. Zeinabadi, H., & Salehi, K. (2011). Role of procedural justice, trust, job satisfaction, and organisational commitment in Organizational Citizenship Behavior (OCB) of teachers: Proposing a modified social exchange model. *Procedia - Social and Behavioral Sciences, 29*, 1472–1481. doi: 10.1016/j.sbspro.2011.11.387

41. Al Faruqi, A. H. (2020). The Effect of Servant Leadership on Establishment of Organizational Citizenship Behavior (OCB) Through Organizational Commitment of Employee in PT. Awam Bersaudara. *Airlangga Development Journal, 3*(2), 180. doi: 10.20473/adj.v3i2.19304

42. Novianti, K. R. (2021). Does Organisational Commitment Matter? Linking Transformational Leadership with Organizational Citizenship Behavior (OCB). *Jurnal Aplikasi Manajemen, 19*(2), 335–345. doi: 10.21776/ub.jam.2021.019.02.09

43. Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organisational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture. *Cogent Business & Management, 7*(1), 1793521. doi: 10.1080/23311975.2020.1793521

44. Pertiwi, R., Mukhtar, M., & Supriyati, Y. (2019). The Influence of Ethical Leadership, Integrity, Affective Commitment and Trust on (OCB) Of Teachers at State Senior High School at The City of Depok. *Proceedings of the 1st International Conference on Innovation in Education (ICoIE 2018)*. doi: 10.2991/icoie-18.2019.123

45. Ariyani, I., Haerani, S., Maupa, H., & Taba, M. I. (2016). The influence of organisational culture, work motivation and working climate on the performance of nurses through job satisfaction, organisational commitment and organisational citizenship behavior in the private hospitals in Jakarta, Indonesia. *Scientific Research Journal, 4*(7), 15–29.

46. Arviyah, S., & Johanes Lo, S. (2020). The Mediating Impact Of Organizational Commitment On The Influence Of Leadership Behavior And Work Environment On Organisational Citizenship Behavior At Ajb Bumiputera 1912 Headquarter. *Dinasti International Journal of Management Science, 2*(2), 311–319. doi: 10.31933/dijms.v2i2.616

47. Pitaloka, E., & Paramita Sofia, I. (2014). The Affect of Work Environment, Job Satisfaction, Organization Commitment on OCB of Internal Auditors. *International Journal of Business, Economics and Law, 5*(2), 10–18.

48. Vanhala, M., & Tzafrir, S. S. (2021). Organisational trust and performance in different contexts. *Knowledge and Process Management, 28*(4), 331–344. doi: 10.1002/kpm.1681

49. Wan Husin, W. N., Halim, N. A., & Zul Kernain, N. F. (2020). Students' perceptions on ethnic tolerance in Malaysia: A study in three public universities. *Ethnicities, 21*(1), 98–119. doi: 10.1177/1468796820951991